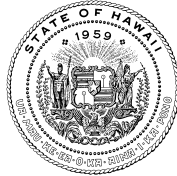JOSH GREEN, M.D.
GOVERNOR
KE KIAʻĀINA

KEITH A. REGAN
COMPTROLLER
KA LUNA HOʻOMALU HANA LAULĀ

CHRISTINE M. SAKUDA
CHIEF INFORMATION OFFICER
LUNA ʻENEHANA

STATE OF HAWAIʻI | *KA MOKUʻĀINA O HAWAIʻI*
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA ʻOIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KEʻENA HOʻOLANA ʻENEHANA*

P.O. BOX 119, HONOLULU, HAWAII 96810-0119

February 19, 2025

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawaiʻi 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawaiʻi 96813

Aloha Senate President Kouchi, Speaker Nakamura, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation (IV&V) reports to the Legislature within ten days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State of Hawaiʻi, Department of Health, BHA ADAD INSPIRE-PLUS Case Management Solution Project.

In accordance with HRS section 93-16, this report may be viewed electronically at http://ets.hawaii.gov (see "Reports").

Sincerely,

Christine M. Sakuda
Chief Information Officer
State of Hawaiʻi

Attachments (2)

State of Hawaii
Department of Health
INSPIRE-Plus Project

Monthly IV&V Report

January 2025

- Work Product 5: IV&V Report
- Work Product 7: Risk Identification Report
- Work Product 10: Status Report

Executive Summary – January 2025

- In January, the SI team continued development for Iteration 2 of the project. While bugs were identified during QA testing, they tended to be minor and resolved quickly. The development is currently ahead of the target for Iteration 2 (due 2/24/2025).

- ADAD is working with the SI to finalize the functionality that will comprise the initial production release (the "Minimum Viable Product" or MVP), by identifying User Stories that can wait until Phase 2 or later releases (Backlog).
  - There was a pre-defined capacity of effort allocated for MVP, agreed to up front in the contract, represented by User Story Points (USPs).
  - When Requirements that came out of the Discovery Phase were converted to User Stories, their estimated USPs exceeded the budget available for the MVP first planned to be in Phase 1 (the initial release).
  - The budgeted USP for Phase 1 is 2179; 327 were delivered in Iteration 1. The balance was divided evenly between the remaining 4 Iterations, resulting in targets of 463 USP per Iteration.
  - Because it is a fixed price deliverables contract, if more USP can be delivered in an Iteration it will be, which provides contingency in later Iterations in case there are issues needing to be addressed. This is currently the case with Iteration 2.

- The project health remains Satisfactory / Green for the month of January.

INSPIRE-Plus Project Health / Performance (WP 5)

- Assessment of Project Overall

November 2024	December 2024	January 2025
🟢	🟢	🟢

- Project Areas / Task Groups

|	November 2024	December 2024	January 2025
Project Management	🟢	🟢	🟢
Budget	🔷	🔷	🔷
Schedule / Milestones	🟢	🟢	🟢
Scope	🟢	🟢	🟢
Requirements	🟢	🟢	🟢
Staffing	🟢	🟢	🟢

INSPIRE-Plus Project Health / Performance (WP 5)

- Project Areas / Task Groups (continued)

|	November 2024	December 2024	January 2025
Design	🟢	🟢	🟢
Configuration & Development	🟢	🟢	🟢
Testing	🟢	🟢	🟢
Interfaces & Data Conversion	🔷	🔷	🟢
Integration	🔷	🔷	🔷
Solution Deployment	🔷	🔷	🔷

INSPIRE-Plus Project User Story Points
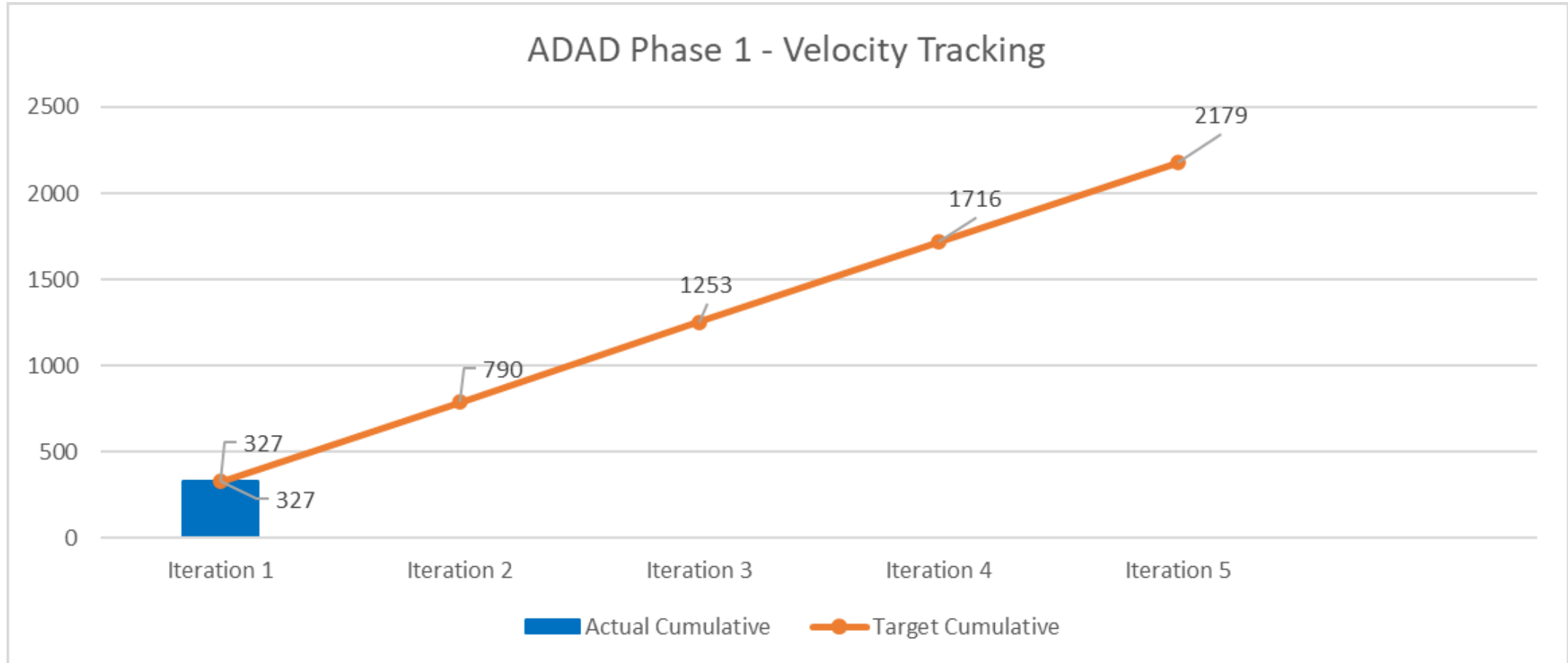
Based on the SI's delivery commitment of 2,179 USP for Phase/Increment 1, Iterations 2-5 are targeting 463 USP each.

# INSPIRE-Plus User Story Points Burndown Charts

2/4/2025 – First presentation of progress using User Story Points
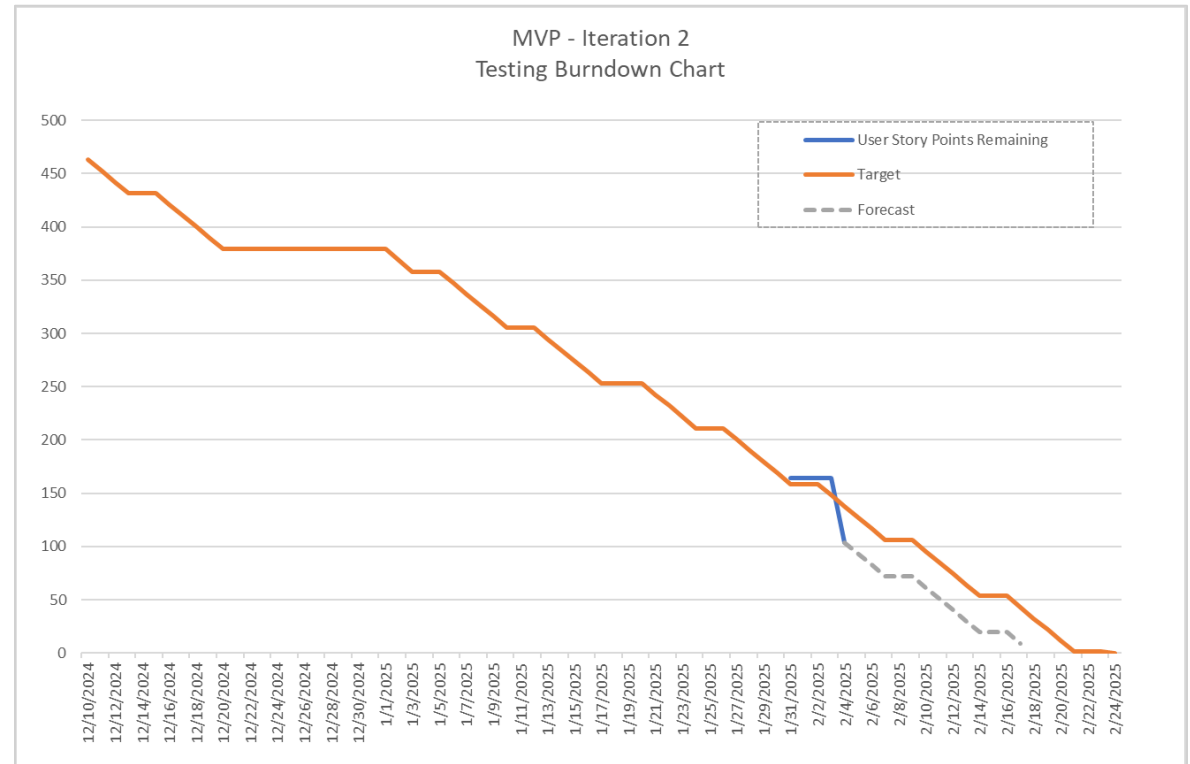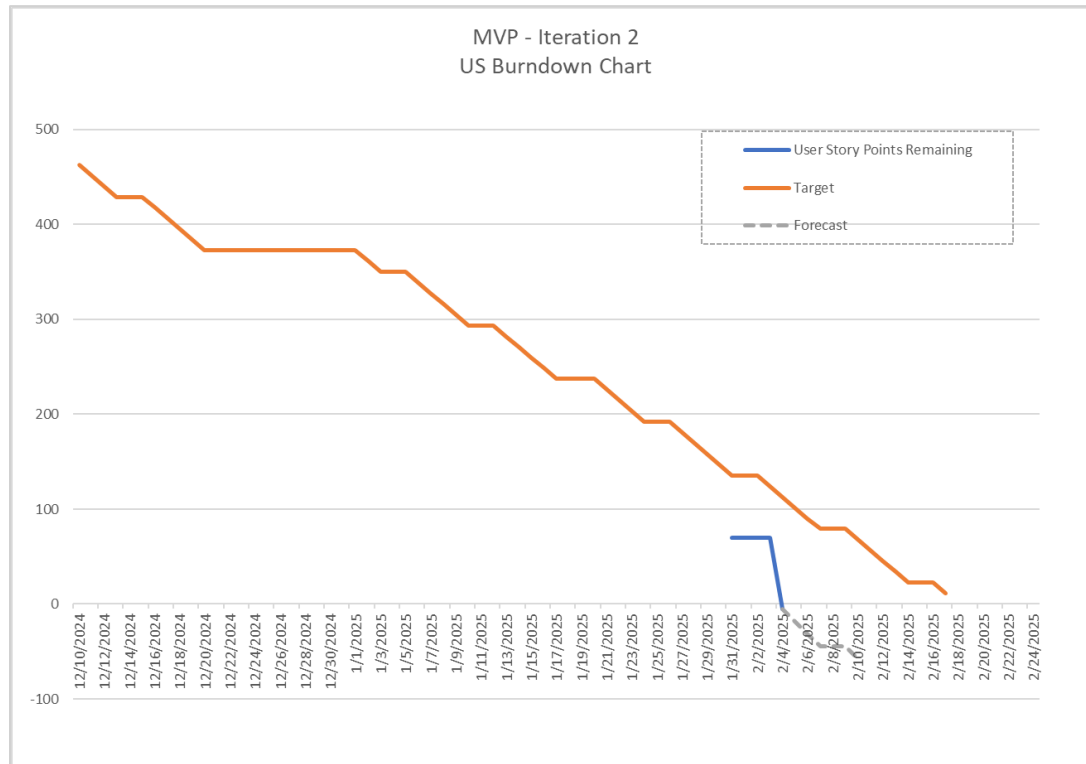
Reporting progress based on User Story Points (USP) instead of User Stories began on 2/3/2025. This produces a more accurate indication of the work completed and the work remaining. At this point, development for Iteration 2 is ahead of the Target of 463 USP.

INSPIRE-Plus User Story Burndown Charts
## 1/31/2025 – Previously progress was reported based on User Stories
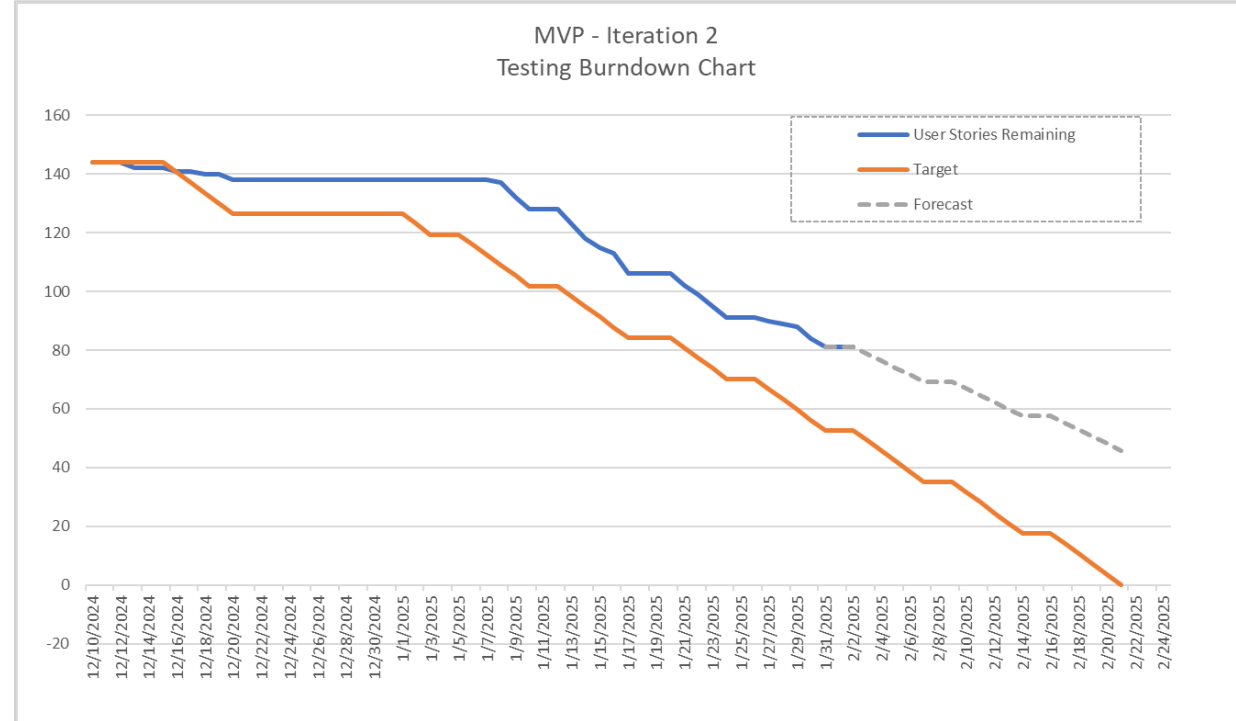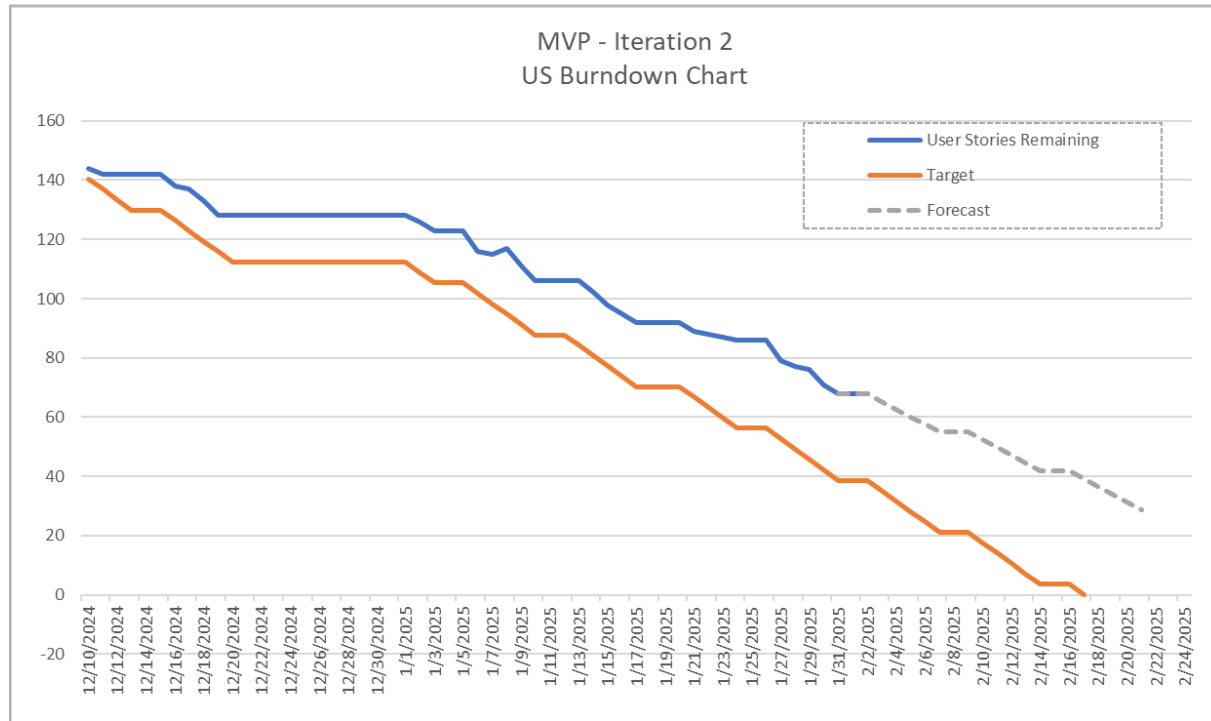
Note that this representation indicates that not all User Stories will be completed for Iteration 2. Because this does not take into account the amount of effort for each User Story, it does not present an accurate picture of progress.

INSPIRE-Plus Project End of Month Bug Count
1/31/2025

- Iteration 2 found more bugs being identified than Iteration 1. This is likely because the User Story Points for Iteration 2 are about three times those of Iteration 1.

- The bugs identified in Iteration 2 are generally minor and are promptly addressed and communicated to the project team.

- IV&V continues to monitor the volume of bugs found and considers it satisfactory at this point.
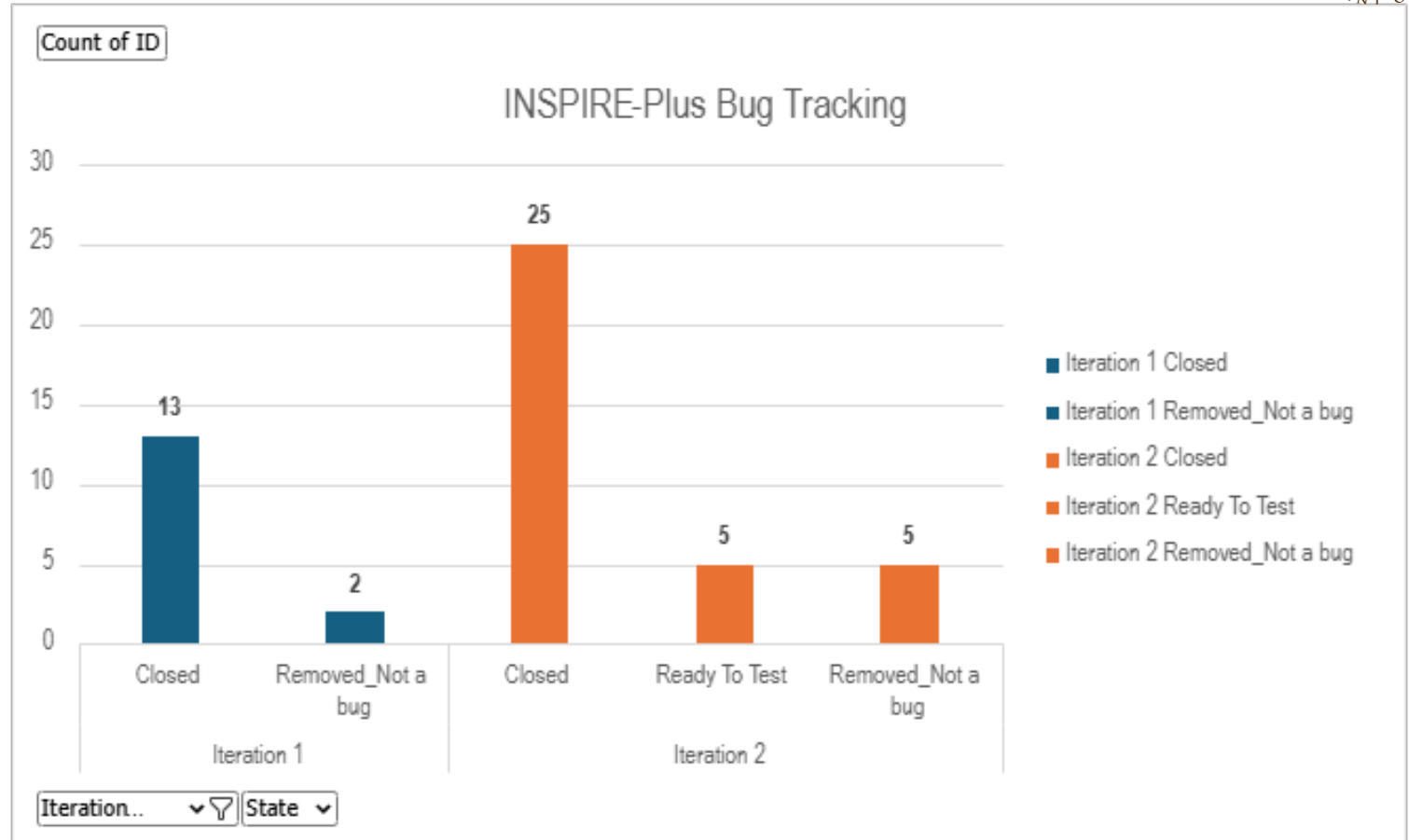
Monthly IV&V Report: New Findings & Major Updates (WP 5) - January 2025
(As the project progresses, this will become Priority 1 findings only if necessary)

No.	Type	Category	Date: Title. Description	Priority	Source	Significance	Recommendation
202410 -02	Preliminary Concern	Integration	10/15/24: Data Sharing Agreement(s) – It was noted that a DSA will be needed to allow Health Plans to access data on the system.	3	Interviews	Data Sharing Agreements can take a long time to finalize with the inherent bureaucracy involved in getting all parties aligned and approvals obtained.	**1/31/2025:** This agreement is not needed as part of Phase/Increment 1 deployment (Fall 2025); IV&V has reduced it to a Priority 3 and will remove it from this report. **UPDATE:** DOH indicates they have begun work on this activity. Begin work on obtaining contacts and templates for potential Data Sharing Agreements as soon as possible to avoid project delays.

TECHNOLOGY MANAGEMENT SOLUTIONS

Monthly IV&V Risk Identification Report (WP 7) - January 2025

Newly Identified Risks and/or Issues *

Number	Date Identified	Risk or Issue	Brief Description	Probability (1 Low, 5 High)	Impact (1 Low, 5 High)	Exposure (Prob *x* Impact)	Mitigation Recommendation
202501-04	1/31/25	Risk	Work estimation of the User Stories (US) created based on the Requirements identified during the Discovery Phase has resulted in more User Story Points (USP) in the originally-agreed upon Minimum Viable Product (MVP) than ADAD's budget can accommodate. 2/4/25: Significant progress has been made identifying work to move out of MVP for Phase 1. The risk probability has been reduced to Low.	1	3	3	ADAD has been aware of this situation and is working with RSM to identify User Stories that can be removed from MVP. • IV&V recommends that a deadline be set to finalize the decision to ensure no delays are introduced.

Updates to Existing Risks and/or Issues *

Number	Risk or Issue	Brief Description *and* Date of Update	Probability (1 Low, 5 High)	Impact (1 Low, 5 High)	Exposure (Prob *x* Impact)	Mitigation Recommendation
N/A	N/A	N/A	N/A	N/A	N/A	N/A

* All Risks and Issues are listed as "Observations" and identified as either Risk or Issue on the IV&V Findings Detailed Report.

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Monthly IV&V Risk Identification Report (WP 7) - January 2025
Decisions and Action Items from Monthly Risk Management Meetings

Date	Decision	Project Area	Approved By
N/A	N/A	N/A	N/A

Date	Action Item	Owner	Due Date
N/A	N/A	N/A	N/A

TMS is participating in the Bi-weekly Issues meeting facilitated by RMS; no additional Risk Management meetings are deemed necessary at this point in the project.

TECHNOLOGY MANAGEMENT SOLUTIONS

Monthly IV&V Status Report (WP 10) - January 2025

Meetings and SI activities	Date(s) Attended
ADAD Daily Scrum	1/2/25, 1/3/25, 1/6/25, 1/7/25, 1/8/25, 1/9/25, 1/10/25, 1/13/25, 1/14/25, 1/15/25, 1/16/25, 1/17/25, 1/21/25, 1/22/25, 1/23/25, 1/24/25, 1/27/25, 1/28/25, 1/29/25, 1/30/25, 1/31/25
ADAD Twice Weekly Issues Meeting	1/6/25, 1/13/25, 1/15/25, 1/22/25, 1/27/25, 1/29/25
Demo Client Information Request from INSPIRE – US 36374	1/13/25
ADAD Weekly Program Status Meeting	1/14/25, 1/21/25, 1/28/25
BHA IT Solution Projects Steering Committee Meeting	1/14/25
RSM Project Director & IV&V Project Manager meeting	1/17/25
Project Alaka'I OCM Recurring Touchpoint	1/22/25, 1/30/25
ADAD – OCM Touchpoint	1/23/25
MVP User Story Point discussion – RSM & ADAD	1/23/25

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TECHNOLOGY MANAGEMENT SOLUTIONS

Monthly IV&V Status Report (WP 10) - January 2025
RSM Artifact Reviews by IV&V (WP-9)

RSM Artifact Name	Date Reviewed
Refined High Level Gantt	1/15/2025
D20 - Increment 1 User Stories / Iteration Plan (D20 for I1)	1/10/25
D6 ADAD – OCM Change Plan 9_23_30	1/21/2025
D6 INSPIRE+ Training Strategy	1/21/2025
RSM responses to IV&V Comment Logs and revised deliverables	Throughout January 2025
ADAD Burndown and Testing Logs *(in and after Daily Scrum meetings)*	1/02 – 1/31/2025
Risks, Issues, Assumptions, Decisions (RAID) Log *(in and after Twice-weekly Issues meetings)*	1/06 – 1/29/2025
ADAD – Weekly Status Reports *(in and after Weekly Status meetings)*	1/14 – 1/28/2025

Monthly IV&V Status Report (WP 10) - January 2025
Planned Activities and Deliverable Reviews for February

Description	Planned Start	Comments
Observe ADAD Daily Scrums	2/3/2025	IV&V attends as available; reviews documentation
Attend ADAD Twice Weekly Issues Meetings	2/3/2025	IV&V attends as available; reviews documentation
Attend ADAD Weekly Program Status Meetings	2/4/2025	IV&V attends all; reviews documentation
Attend Project Alaka'I – OCM Recurring Meeting	2/5/2025	Weekly Meeting; reviews documentation as available
Attend ADAD – OCM Touchpoint	2/6/2025	Bi-weekly meeting with ADAD Project Director
Attend Steering Committee Meeting	2/11/2025	Presents Monthly IV&V Reports
Attend other project meetings as appropriate	2/3/2025	
Review and Assess newly-submitted RSM deliverable(s)	2/5/2025	Based on project schedule (in SmartSheet): • Iteration 2 Test Strategy – due 2/4/25 (D20 for I2) • Approved Requirements in ADO – due 2/28/25 (D10) • Data Conversion and Migration Plan – due 2/24/25 (D17) • Iteration 2 Review/Show and Tell – planned 2/24/25 (D-Additional 5) • Iteration 2 Delivered User Stories – due 2/25/25 (D-Additional 6) • ADAD User Stories – due 2/28/25 (D11)
IV&V Work Product #8: Iteration Test Plan Feedback for Iteration 2	2/18/25	
IV&V Work Product #3: Transition Readiness Assessment Report for Iteration 2	2/25/2025	After Iteration 2 Review/Show and Tell

TECHNOLOGY MANAGEMENT SOLUTIONS

INSPIRE-Plus Project Health / Performance Trend (WP 5)

Project Health Trend	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25
Assessment of Project Overall	🟢	🟢	🟢	🟢			
Project Areas / Task Groups	**Oct-24**	**Nov-24**	**Dec-24**	**Jan-25**	**Feb-25**	**Mar-25**	**Apr-25**
Project Management	🟢	🟢	🟢	🟢			
Budget	🔷	🔷	🔷	🔷			
Schedule / Milestones	🟢	🟢	🟢	🟢			
Scope	🟢	🟢	🟢	🟢			
Requirements	🟢	🟢	🟢	🟢			
Staffing	🟢	🟢	🟢	🟢			
Design	🟢	🟢	🟢	🟢			
Configuration & Development	🟢	🟢	🟢	🟢			
Testing	🟢	🟢	🟢	🟢			
Interfaces & Data Conversion	🔷	🔷	🔷	🔷			
Integration	🔷	🔷	🔷	🔷			
Solution Deployment	🔷	🔷	🔷	🔷			
Total Open Findings	**Oct-24**	**Nov-24**	**Dec-24**	**Jan-25**	**Feb-25**	**Mar-25**	**Apr-25**
Preliminary Concerns	2	2	1	1			
Risk - Low	0	1	0	1			
Risk - Medium	0	0	0	0			
Risk - High	0	0	0	0			
Issue - Low	0	0	0	0			
Issue - Medium	0	0	0	0			
Issue - High	0	0	0	0			

Ratings Definitions

IV&V Findings

Indicator	Priority	Description	Criteria
1	Priority 1	Concerns and Observations ranked as Priority 1 are those that IV&V expects will yield **significant** opportunities for improvement or corrective action for the HANA project.	Critical that the Project resolve immediately and that pose a **significant** threat or impact to the project.
2	Priority 2	Concerns and Observations ranked as Priority 2 are those that IV&V expects will yield **moderate** opportunities for improvement or corrective action for the HANA project.	Essential that the Project resolve as soon as possible and that pose a **moderate** threat or impact to the project.
3	Priority 3	Concerns and Observations ranked as Priority 3 are those that IV&V expects will yield **minor** opportunities for improvement or corrective action for the HANA project and are focused primarily on conforming to existing standards or processes.	Important that the Project resolve within a reasonable timeframe, given other project priorities, and that pose a **minor or limited** threat or impact to the project.

Task Group Measurement Criteria

Legend for Task Group Assessment

Satisfactory – No corrective actions necessary.

All life cycle activities conform to requirements.

Standards, practices and conventions are satisfactory.

Risks or issues may exist and contain appropriate mitigation or resolution steps and the project is adequately addressing them.

The current risk to the project and software quality is **low**.

Caution – There may be a need for corrective action now or quite soon.

Some life cycle activities are not in alignment with requirements.

Standards, practices and conventions may require process improvement to achieve desired outcomes.

Risks or issues are often not identified or contain stale mitigation or resolution steps.

The current risk to the project and software quality is **moderate**.

Critical – Escalated for immediate action.

Many life cycle activities are not in alignment with requirements.

Many standards, practices and conventions require corrective action to achieve desired outcomes.

Risk mitigation is not effective or issue resolution is not timely. Critical processes are not effective and are resulting in delays or rework.

The current risk to the project and software quality is **significant**.

Not enough data is available to make a determination about project health.

INSPIRE-Plus Project Summary

TMS is providing IV&V services to the State of Hawaii Department of Health, Alcohol and Drug Abuse Division (ADAD) for the Behavioral Health Administration's (BHA) Information Technology Solution Project (INSPIRE-Plus) to meet State and Federal requirements. IV&V is for all of the Design, Development & Implementation (DDI) phase of the INSPIRE-Plus solution for the ADAD.

The associated prior INSPIRE Project was designed to replace the legacy databases and information systems of the Developmental Disabilities Division (DDD) and the Child and Adolescent Mental Health Division (CAMHD). This INSPIRE-Plus Project is intended to replace the legacy databases and information systems of the ADAD.

The Solution is planned to deliver seamless and transparent care information via shared technology solutions and secure data sharing. Striving to implement an integrated service delivery approach, the Solution will encompass program eligibility and enrollment; case processing; service delivery; and healthcare services payment processing, with a foundation of data sharing and analysis for efficient, metrics-driven quality care across programs.

This Project has two Phases or Increments. Phase 1 has 5 Iterations (sprints) for verification and validation. The Solution will be implemented after Phase 1, with functionality added to in Phase 2.

Mahalo Nui